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## 1988 DAY CAMP RECOMMENDATIONS

Submitted by:  
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### DAY CAMP UP-DATE

In November 1987 a presentation on the operation of Day Camp was made to the SMG. At this time, many of the problem areas were discussed and a decision to hire a 20 hrs/week Metro Coordinator was made as the first step.

As of January 1988 a series of Day Camp Director meetings were held to plan for the summer of 88. During these meetings, the problems that were brought up in November surfaced again and recommendations were made to correct those problems that appeared to be most important.

In the next few pages I will outline:

- A) Present problems and their consequences
- B) Recommendations for 1988-89
- C) Staff organigram
- D) Budget considerations
- E) Conclusion
- F) Annex:

- Salary comparisons

- Calendar of events

- Flyer

## PRESENT PROBLEMS

### PROGRAM

#### Area of Concern #1:

The Montreal YMCA appears to be loosing a large share of the Day Camp market to our competitors who offer more specialized and varied camps, i.e. The Camp of Champions offers over 18 specialized activites. The YMCA offers none.

#### Consequences:

Short term: The Montreal YMCA will see little growth year to year. Most of our growth will occur with new campers who stay for a maximum of 1-2 years.

Long term: The Montreal YMCA will find itself falling further and further behind other camps. Numbers will eventually level off and our efforts and time will be spent recruiting new campers as opposed to developing and retaining returning campers.

#### Area of Concern #2:

The YMCA gyms are not a suitable facility for "overnights" and the staff are required to work 28 hours straight for this activity.

#### Consequences:

Short Term:     -Fewer and fewer campers will stay for overnights.  
                  -Staff will burn out due to long hours.  
                  -Accidents will increase due to these long hours.

(Last year at Poite-St-Charles two pool accidents occured. One of these accidents happened the Friday after the "overnight")

Long Term:     -Parents will expect and demand better sleeping facilities.

The Montreal YMCA will drop overnights from their program due to lack of adequate facilities and, increased pressure put on by the staff who have to work the long hours.

### Area or Concern #3:

Attendance to the YMCA Day Camp "Parent Nights" need to be increased and to become an event that is more participatory rather than a show and tell event.

#### Consequences:

Short Term: The first parent night of the summer will have a good turn out but numbers will drop as parents realize that their presence is not really required.

Long Term: -Parents nights will be dropped from our list of unique activities as numbers do not warrant it.

Coordinators and Director will be spending more and more time dealing with the questions of concern put forth by the parents during the day as opposed to developing and supervising camp operations.

### STAFFING/TRAINING

#### Area of Concern #1:

In order for a staff member to work for the YMCA Day Camp, they must pay from \$60. to \$80. (Camp Counsellor training course, First Aid course and staff T-shirt). The branches also pointed out that if they get hired, they receive \$60.-\$105. per week. They basically end up working for their first week as volunteers.

#### Consequences:

Short Term: The Montreal YMCA is developing a poor image with staff (we require long hours for little pay.) Our pay scale- compared to Redwood's, Davis Y, City run programs and The Camp of Champions- is the second lowest. Salaries range from \$500. to \$2,400 for counsellor/specialist for 8 weeks. Coordinators and Camp Directors salaries range from \$2,000 to \$3,750 for a period of 10 weeks. The Y pays Counsellors from \$480. to \$880 and \$1,600-\$1,700 to Coordinators. Older and more experienced staff will think twice before working for the Y (see pay scale).

Long Term: As the cost of living goes up, the students (staff) we attract will be unable to accept these low salaries. Most of our staff use the money they earn to pay for their education for the following year.



Return rate for staff will also suffer. Those staff looking for experience rather than money can afford to work for the Y for 1 year (CEGEP) but will have to find a higher paying job for further years (university).

As our image deteriorates so will our chances for attracting staff. If our present staff is unhappy with the working conditions and they tell other friends, the word will get around that the YMCA is not a good place to work.

#### Area of Concern #2:

As the Day Camp Directors agreed, expectations of staff are very high. Counsellors must be 'jack of all trades' (swim instructors, art teachers, sports pros...) Coordinators must be expert supervisors as well (they supervise from 10-23 staff.)

#### Consequences:

Short Term: Staff burnout will continue to grow within our staff teams. Working 28 hrs straight is a lot to expect from any staff member, 4 times during an 8 week period.

Staff will get frustrated with these situations and the quality of our program will suffer as the Summer wears on.

Long Term: Accidents will continue to grow as the staff we hire can't be experts in all areas, thereby safety precautions might be forgotten. This is also evident with the Coordinators. Supervising 23 staff each week is next to impossible. Quality suffers in the long run.

The areas in which staff members are not familiar with will have lower quality standards than those areas where one feels at ease with.

#### Area of Concern #3:

Another major area of concern that was agreed upon by the Day Camp Directors was the "Leaders Program". Presently a) none of the Camp Directors have any training with this area, and b) the time factor and other job responsibilities is what's holding this program back.

#### Consequences:

Short Term: There will be little or no development in this area. It will be up to each individual Day Camp Director to develop this program.

Program content will vary from branch to branch.

Leader program participants will not develop leadership skills but rather they will be used for "gopher" jobs.

Long Term: Day Camp Directors will put Leader development or volunteer development on the 'back burner' as day to day tasks take up more time.

Salaries increases for staff will continue to be a major demand by Day Camp Directors as they move further and further away from volunteer led programs. Fewer and fewer volunteer Leaders will emerge as there is little or no evaluation and recognition for their work.

#### Area of Concern #4:

Directing a YMCA Day Camp tends to be given to our most Junior staff members. Only 1 Director has more than 1 year of Camp experience. Due to this fact, experience and training in running a Day Camp is lacking in the Montreal YMCA.

#### Consequences:

Short Term: The turn over rate with Day Camp Directors will continue to increase as a feeling of lack of support and lack of training is felt.

Long Term: The quality of Day Camps will suffer as untrained staff will run our camps. Our image will also suffer due to this lack of leadership.

Fewer and fewer staff will want to work as Camp Directors, as they will learn that this is a program without support. (training & financial)

## PROMOTION

### Areas of Concern:

In 1985 the Montreal YMCA spent money on developing a city-wide flyer and poster. This was welcome news to the local branches. As time went on and standards were developed, the flyer and poster became outdated. (West Island 'phone number is wrong, ages are wrong, times are wrong). The Montreal YMCA ceased promoting day camp city wide after the introduction of this flyer.

From 1986 on, no money has been spent on the promotion of day camp city-wide.

### Consequences:

Short Term: The Montreal YMCA will be sending out misleading information in regards to Day Camp if we use the present flyer.

Or, all branches will vary from one another with no standard flyer, since we cannot use the present one (each branch will have to make it's own flyer).

Long Term: The Montreal YMCA will continue to have problems promoting Day Camp if no money is spent by Metro to recreate a new promotional plan.

Day camp will continue to be viewed upon as a 'second class' activity for the YMCA, without any promotion.

## STANDARDIZATION

### Area of Concern #1:

Presently within the 8 day camps we run we have 8 different policies of pre and post camp. Some branches don't charge for this service while other charge up to \$2.25/hr. This also affect our camp hours, i.e. a camp that doesn't charge for pre/post camp is in effect running a camp for 11 hours a day (55 hrs/week) as opposed to a camp that does charge (7 hrs/day, 35 hrs/week).

### Consequences:

Short Term: Our price structure will vary greatly from branch to branch. Parents will soon realize that it is cheaper to send their child to Centre-ville or Hochelaga/Maisonneuve than to St-Laurent, West Island or N.D.G. In fact it costs more money to send a child to Pointe-St-Charles for pre and post camp, than it does to sent a child to the Centre-ville branch.



Long Term: The Montreal YMCA will move further and further away from standardization. Camp hours will also lengthen as more and more working parents use our camps and their need for longer hours increases.

We will end up becoming more of a "babysitting service" than a Day Camp.

#### Area of Concern #2:

Day Camp directors feel that there is a lack in policy in regards to cash advances, payroll, salaries..

#### Consequences:

Short Term: Day Camp Directors will continue to:

- a) use their own money (until the patty cash arrives) or,
- b) restrict activities in camp that cost money.

Salaries will be difficult to control if the Camp Directors all know that certain branches are paying much more.

Long Term: Day Camp budgets will vary greatly. Our income to expense ratio will increase from those branches paying low salaries and decrease with those branches paying high salaries.

Staff will be harder to hold onto and they will voice more and more complaints about holding back salaries for 2 weeks.

Certain activities will have to be cut out of our program if they need funding day to day and we can't provide this funding when needed, i.e. cooking.

Safety will decrease as the 'bottom line' is more important to maintain.

#### Area of Concern #3 :

The Day Camp Directors all agree that our present structure needs to be a) standardized, and b) improved, if we are to move onward in speciality camps, standard ratios and Leaders programs.

#### Consequences:

Short Term: Without any changes in our present structure our Day Camp will continue to be great for first time campers, but repetitive for 2nd, or 3rd time campers.

Safety will become secondary, as we are putting unqualified or inexperienced staff in our camps. Our leaders program will only be as good as the person running it, so long as there is time.

Long Term: The idea of Specialty Camps will not be developed within our present situations.

Accidents will grow in numbers if standardized ratios are not maintained.

Our Leaders program will cease to exist if we do not develop structured programs, and train staff to work with them.



## RECOMMENDATIONS FOR 1988-89

With the hiring of a Metro Coordinator for Day Camps, the first step has been taken, but in order to develop our camps, the following recommendations need to be taken:

### PROGRAM

### YEAR

1. Speciality Camp: Needs to be developed if we intent to compete with other camps:
  - A) We must research speciality camps:
    - How they run
    - Cost
    - Facilities needed
    - Staff salaries.Summer  
Fall 88
  - B) We need to introduce the idea of speciality camps as soon as possible by upgrading our present camps to include specialist in our standard programs Summer '89
  - C) We need to develop at least 1 major speciality in our camps that is not now included. Each year we can add more Summer '89
2. An overnight facility needs to be found:
  - A) We need to research what is available now in and around Montreal and if needed, rent a facility if we intend to run overnights this year. Summer '88
  - B) We need to develop a site on Kamp Kanawana for the use of Day Camps Summer '89
3. A leaders in training camp should be set-up for 13-15 year olds Summer '88
  - A) A Leaders Coordinator should be hired to run this speciality camp.
  - B) The Camp Directors should be alleviated of some of their task during the Summer, so that they can run this camp (requires 3 hrs with leaders every morning. Summer '89 and on

4. Parents Nights should be structured so that they are more informative and participatory.

A) With the addition of a Leaders Coordinator, the leaders can work together with the Camp Coordinator on developing better parents. nights

Summer '88  
and on

#### STAFFING/TRAINING

1. Salaries should be reviewed and action taken to see that we get best qualified staff:

A) Increase salaries for the following positions:

Summer '88

16-17 yrs Junior Counsellors:  
from \$55-\$65 in '87 to \$65-75 in '88

18 yrs and up Senior Counsellors:  
from \$95-110 in '87 to \$120-140 in '88

20 yrs and up Coordinators:  
from \$150-170 in '87 to \$200 in '88

B) The number of weeks we hire staff presently needs to be changed to:

Summer '88

Junior/Senior: 8 weeks  
Coordinator : 10 weeks  
Increase of 1-2 weeks

2. Our Training Events need to be reviewed and some cases, new events added:

A) Counsellors training should include:

\* First Aid

June '88

\* Bronze Medallion and/or Leaders course

June '88

(\* These events should be paid for by the branch)

Metro 1/2, Branch 1/2, 4 days paid training up North

June '88

B) Coordinators training should :

Start in April with in-city events hiring, First Aid, C.P.R.etc.

April '88

4 Days up north training (if a Coordinator is working elsewhere, the local branch should offer to pay for part of the loss income.

C) Directors need to have their own training. This includes:

Start in April '88

- Budget
- Leaders Program training
- Supervision
- Motivation
- Problem solving.

Ideally this event should take place up north, with the exception of the budget workshop.

### PROMOTION

1. More money is needed from Metro, both financially and through human resources.

A) Money should be budgeted by the Marketing Department for the promotion of Day Camp

Spring '88

B) City wide adds should be made for local Day Camp promotion

Summer '88

C) The Montreal YMCA must be recognized by the Quebec Camps Association

Fall '88  
Winter '89

D) A Marketing Strategy and material for promotion must be developed by the Marketing Department and the Metro Day Camp Coordinator:  
i.e.cards sent out to all campers, reunions of past staff and campers in mid February (school break.)

Summer and  
Fall 88

E) Day Camp should be tied into the promotion of Kamp Kanawana.

Fall '88

## STANDARDIZATION

1. Our pre/post camp programs need to be uniformed Summer '88
  - A) All branches must charge an extra fee for any hours outside camp hours. It is suggested than anything more than 7 hrs a day (35 hrs/week) be charged extra. Minimum charge per week \$5.00 extra.  
  
Separate codes (budgets) must be used for pre/post camp.
  - B) All branches fall into a standard pre/post camp cost for: Summer '89
    - Service: \$1.00-\$2.50/hr
    - Staff Salaries \$3.00-\$4.00/hr
    - Ratio - 1/12 campers.
2. The Payroll systems should be revised so that staff will be paid as they work, rather than 4 weeks later. Spring '88
3. The registration form should be revised, so that a proper, controlled payment schedule can be followed Fall '88
4. A quicker, more efficient cash advance system is needed Spring '88  
  
Day Camp Directors need to receive much larger amounts at first, (i.e. if one has \$1,500 in supplies, \$750 should be advanced before camp starts.
5. The Day Camp Policy be revised city-wide Fall '88  
This is to include:
  - A) Ratio: camper/staff (paid staff)  
Ages:        3-5    = 1/6  
              6-9    = 1/7  
              10-12 = 1/9  
  
This ratio is suggested to be with paid staff only.  
  
Staff ratio: 1 Coordinator / 12 Staff

Summer '88



6. Budgets should be standardized in relation to the number of campers one has.

Budgets should as well include:

- A) All actual costs, i.e. postage, first aid photocopying, etc.
- B) More money for our base activities. i.e. trip, entrance, arts & crafts..

7. Branch capacity must be determined so that Camp Director can budget accordingly, and that safety of our campers is maintained.

8. Camp structures should be

Spring '88

- A) standardized according to numbers.
- B) Revised so that the Montreal YMCA can up-grade the quality and safety of its campers (see graph.)
- C) An aquatics specialist needs to be hired in order to maintain safety and provide swimming lessons as opposed to freeswimming swimming.  
Salary: \$160-175/week for 8 weeks.

Summer '88

9. Other: Stats must be taken in the following areas to show whether or not these new changes have improved our camp:

Summer '88  
an on

- A) Number of campers, week to week
- B) Number of returning campers week to week
- C) Number of returning campers year to year
- D) Ages and sex of campers
- E) Evaluation of camp by parents & children
- F) Number of accidents that occur
- G) Number of staff that apply
- H) How campers found out about our camp.

As one can see, there are 4 main areas that need to be working on. They are:

1. SAFETY:

This includes ratio (camper to staff), as well as qualified aquatic staff (Coordinator.)



2. STAFFING:

Salaries, training and supervision are all included in this area.

3. PROGRAM CONTENT:

This includes quality, expectations, "overnights" and eventually specialists.

4. ADMINISTRATION:

Promotion, how we spend our money, guidelines on salaries, and Camp policy are included here.

If we were to try and change all 4 areas this year the repercussions would be enormous. Income would rise slightly but expenses would increase drastically. Also we cannot say at this point that if we were to add specialists we would be able to increase our numbers. Thereby for 1988 we will concentrate on:

1. Safety:    -Ratios must be lowered  
                  -All camps must hire a Day Camp Aquatic specialist who will teach all groups.
2. Staffing: -Salaries will be raised as follows:

	<u>1987</u>	<u>1988</u>
For 8 weeks, + pre/post camp: Junior Counsellor	\$55-65	\$65-75
For 10 weeks: Coordinator	150-180	\$200

Training will include:

Counsellors:

- Bronze/Leader (free)
- First Aid (free)
- 4 day pre-camp up north

Coordinators:

- First Aid (free)
- Up north training (free)
- Hiring clinic (free)

Directors:

- Budget clinic (free)
- Up north 2-1/2 day (free)

Supervision:

- More clinics should be offered before and during the Summer to staff.

3. Administration

- Promotional plan to be developed this year for day camp '89.
- Petty cash and payroll need to be regulated this Summer.
- Montreal YMCA Day Camp policy needs to be rewritten this year.

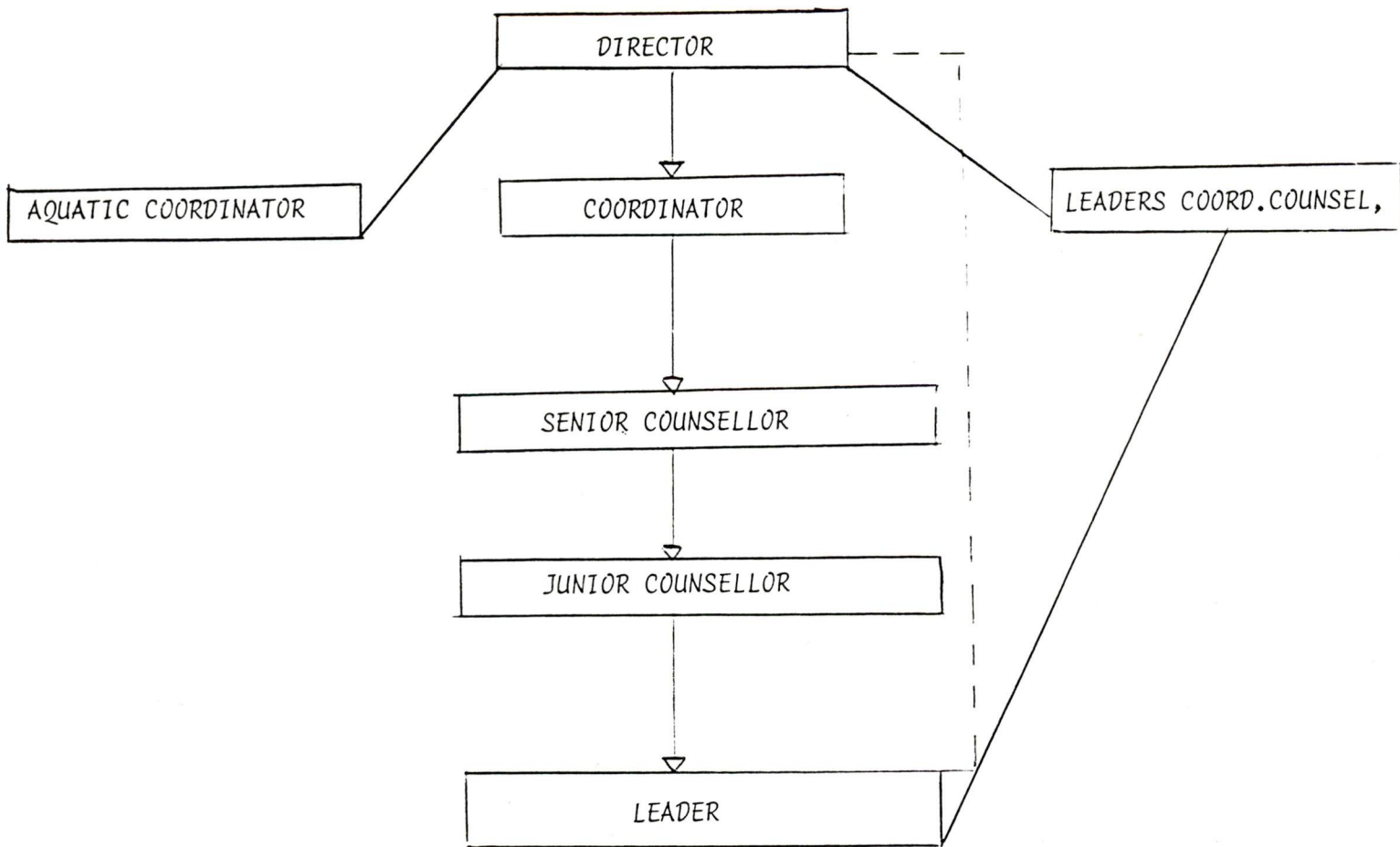
If these 3 areas are developed this summer, we will see:

- A) Safer camps
- B) Happier staff
- C) More qualified staff
- D) We will see the start of a promotional plan for next summer.

### CALENDAR OF EVENTS

1. Budget session March 9
2. Promotion starts March 14
3. Registration begins March 21  
To be ready by then:
  - flyer
  - registration form
  - parent letter
  - medical form
  - set-up holding code
4. Order T-shirts, campers & staff March 28
5. C.C.T.C. course starts April 1-May 28
6. Directors training up north April 6-8
7. Hiring of Coordinators Week of April 11
8. Hiring clinic (Directors & Coordinators April 18
9. Coordinators training begins in city,  
-First Aid Week of May 2  
-Training event up north May 18-19-20
10. Interviews & hiring of Counsellor Week of May 23
11. Interviews and acceptance of Leaders June 6
12. First Aid training Mid-June
13. Counsellors training up north Week of June 20
14. Bronze Medallion training (weekend) Late June
15. Dates for camp:
  - Session 1: June 27 - July 8 (closed, Canada Day)
  - Session 2: July 11 - July 22
  - Session 3: July 25 - August 5
  - Session 4: Aug. 8 - August 19

### DAY CAMP STRUCTURE



\* This position would be added if:

- a) numbers warrant it,
- b) 1/2 the salary is covered by the cost of the 'Leaders' program. i.e.  
10 Leaders x \$50 = \$500.00  
8 weeks at 1/2 time, \$500 divided by 8 = \$62.50/week  
paid Counsellor/Coordinator, \$60/week = \$480.00.

If numbers are too low the Director can, if trained, run the program.

# SALARY COMPARISONS

CAMP -----	SECTION HEAD/ COORDINATOR -----		COUNSELLOR -----		C.I.T. VOLUNTEERS -----
CAMP OF CHAMPIONS	\$ 300-400 (1)		\$ 200-300/week (1)		100/week
MONTREAL WEST (City run)	285-300 (2) 10 weeks		160/week (2)		Free
DAVIS YMHA	200-220 (3)  8 weeks		50-60 Jr. 800-1,600 Sr. (8 weeks)	(3)	N/A
YMCA	150-180 (4)  8/9 weeks		55-65 Jr/week 95-110 Sr/week	(4)	They paid us \$40.00 8 weeks
REDWOOD	120-150 (5) 8 weeks		100/week (5)		N/A

Rating: (1) highest  
(5) lowest.



BUDGET CONSIDERATIONS  
 -(Based on 80 campers)

SALARIES

1 Coordinator for every 12 staff	\$200 x 10 weeks	\$2,000.00
+ replacement cost for pre-camp		100.00
1 Aquatics Coordinator/Instructor	\$165 x 8 weeks	1,320.00
Sr. Counsellors	\$120-\$140/week x 8 weeks (1,040 x 4)	4,160.00
Jr. Counsellors	\$ 65-\$ 75/week x 8 weeks (540 x 4)	2,240.00
Leaders Counsellor (1/2 time)	\$ 60/week x 8 weeks	480.00

BUDGET

The following is an example of the codes to be used in budgeting and the amount of money to budget, based on 80 campers:

<u>Code:</u>	<u>Amount</u>	<u>Per Child</u>
47 Postage	\$ 50	0.04
51 Promotion	600	1.88
55 Photocopying	150	0.47
57 Equipment	150	0.47
60 Staff development	650	
-First Aid		
-Bronze Medallion		
-C.C.T.C.		
-Training up north		
-Year end party		
66 Transportation	1,900	5.90
-bus fare and		
-entrance		
(2 buses x \$150 x		
4 sessions +		
\$2.20/camper x 4		
trips, entrance)		
68 Supplies	1,200	3.75
69 Provisions:		
(overnights, parents		
nights)	800	2.50
78 T-shirts	800	2.50
	<hr/>	<hr/>
	\$6,300	\$17.87

INCOME/EXPENSE:

Income: 80 campers x 4 sessions x \$145.00 = \$46,400.00

Expense: 10.300 salaries

1,024 10%

6,300 Other

\$17,624.00

\$28,776.00

Variance ratio: 1:2.6

Suggested prices for this year: \$140.00 - \$150.00 per session.

WESTMOUNT BRANCH

	<u>1987</u>	<u>1988</u>
Income:	\$26.025	\$27,985
Number of campers: 193 (\$135 x 193)		193
Campers per session: 48		48
Ratio: 1:8/9 (under 8 yr olds) : 1:10 (10-12 yr olds)		
Expense: \$11,175		
Breakdown:		
42 Salaries:	\$7,728	9,280
1 Coordinator		1 Coordinator
6 Counsellors		1 Pool Coord. 7 Counsellors
47 Postage	0	40
51 Promotion	256	400
55 Photocopying	0	100
57 Equipment	0	100
60 Staff Dev.	430	500
66 Transp. & Entrance	488	2x8x\$150 + 48x2x\$2.25 1,100
68 Supplies	507	1,000
69 Provisions	0	600
78 T-Shirts	0	400
Other costs:		
Grant for supplies	\$ 500	
T-shirts (Jr.camp)	300	+10% 928
	<hr/>	<hr/>
	\$11,975	\$14,448
Variance:	\$14,050	\$13,537

N.D.G. BRANCH

	<u>1987</u>		<u>1988</u>
Income:	\$45,158		\$48,575
Number of campers: 335 (cost 135)		335 x \$145	
Campers per session: 84			
Ratio: 1:8 i (C.I.T.)			
Expense:	\$15,100		
Breakdown:			
42 Salaries:	\$9,503		\$12,120
(Coor.Counsellor)		1 Coor.1 Pool	
		11 Counsellors	
47 Postage	0		50
51 Promotion	675		600
55 Photocopying	0		150
57 Equipment	0		150
60 Staff development	325		800
66 Transp.& entrance	1,100	Bus 2x\$150 +	2,000
		Ent.\$2.25x84x4	
68 Supplies	2,151		1,500
69 Provisions			800
78 T-Shirts	0		600
	<u>\$15,100</u>		<u>\$18,770</u>
Other Costs:			
1 Coordinator/office	1,280	+ 10%	1,212
\$160 x 8 =	-----		-----
	\$17,380		\$19,982

CENTRE-VILLE BRANCH

Income: \$40,900

Cost \$140.00

Number of Campers 292

Campers/session 73

Expense: \$16,316

Breakdown: 1987  
-----

1988  
-----

42 Salaries \$12,279  
1 Coord. 8 Couns.

1 Coord. 1 Pool  
10 Counsellors

7,660

47 Postage 0

50

51 Promotion 89

600

57 Equipment 850

150

60 Staff Development 79

600

66 Tran./entrance 365

1,700

68 Supplies 983

1,100

69 Provisions 0

700

78 T-shirts 0

700

Other costs:

\$3,000 was spent on  
promotion. This amount  
came out of code 700.

+ 10% 766

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\$19,316

\$14,026

+5,290



SAINT-LAURENT BRANCH

Income \$35,041

# of Campers: 260

Campers/session: 65

Ratio: 1:7

Expense \$13,261

Breakdown:

	1987		1988
	----		----
42 Salaries	\$8,007		\$10,880
1 Coor.9 Counsel.		1 Coor.1 Pool 9 Counsellors	
47 Postage	0		50
51 Promotion	453		500
52 Travel	165		0
55 Photocopying	371		150
57 Equipment	0		150
60 Staff development	475		700
66 Transp./entrance	940		1,800
68 Supplies	1,406		1,200
69 Provisions	566		700
78 T-shirts	0		500
			-----
			\$16,630
		+ 10%	1,088
			-----
	\$13,261		\$19,982

-1,798

## CONCLUSION

This report was presented to the Day Camp Directors on Wednesday, February 24, and on the whole, it was supported. Yet, there was concern expressed in regards to the area of Specialties.

A)The quality of our program will still be second best since our Counsellors are still expected to be "jacks of all trades".

B)One does not have to research Specialty camps, as this report suggests. One just has to look to other camps and see where the trends are headed.

All in all, the Directors agreed that safety, salaries, cash advances and payroll are essential to this year's development and that content will have to wait until next year, due to budget considerations.